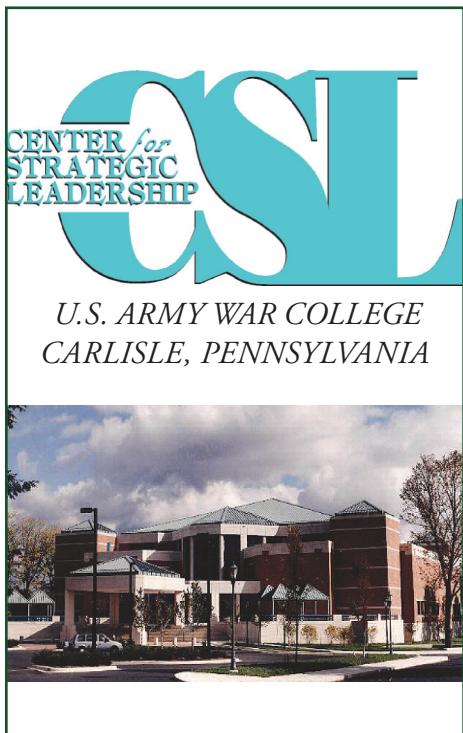


# THE COLLINS CENTER UPDATE

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September - December 2005



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### PEACE AND STABILITY EDUCATION WORKSHOP

*By Tammy S. Schultz and M. J. Cross*  
U.S. Army Peacekeeping and Stability Operations Institute

The U.S. Army Peacekeeping and Stability Operations Institute (PKSOI) conducted an Education Workshop 13-15 September 2005 at the Center for Strategic Leadership. Educators and key leaders from the military services, the Joint Staff, international and non-government organizations (NGOs), interagency organizations, and centers of higher education met to explore possible strategies to improve education for senior leaders engaged in peace and stability operations.



The workshop began with panel presentations by the U.S. Army War College's Strategic Studies Institute, the Department of State's Office of the Coordinator for Reconstruction and Stabilization, the Marine Corps University, the National Defense University, and the Fund for Peace (NGO).

Following these briefings participants were organized into six working groups to discuss the integration of peace and stability operations into the curriculum, the preparation and development of educators/instructors, best teaching practices, gaps, and offered solutions to better use scarce resources. The working groups had different approaches to the problems, but some common threads emerged. The participants agreed that there is a need for a coordinating/lead agent for Stability and Reconstruction Operations (S&RO) education. No single agency has the resources to coordinate all facets of S&RO education; therefore, PKSOI is exploring establishing communities of practice (COP) with other interested agencies based on the S&RO education issue areas identified: 1) sharing and development of educational resources; 2) multi-organizational curriculum devel-

opment; and, 3) educator development.

PKSOI is exploring the possibility that the second and third COP may be met by existing forums. In the interim, PKSOI is working on the first COP by coordinating with the OASD/Networks and Information Integration, the Center for Strategic and International Studies (CSIS), and the National Defense University (NDU) to establish a web hub to connect the expanding universe of S&RO players and institutions, in near real time. This hub will allow access to relevant and time sensitive data, papers and research.

An Issue Paper on this workshop can be accessed at <http://www.carlisle.army.mil/usacsl/Publications/IP13-05.pdf>.

— CSL —

### ARMY RESERVISTS MOBILIZE TO SUPPORT GWOT

*By Colonel Richard Dillon*

Chief, Operations and Plans O/C (CSL-OGD)

The United States Army War College (USAWC) United States Army Reserve (USAR) Mobilization TDA was established in 2000 at Carlisle Barracks and is being used as intended to create a pool of trained and ready officers and senior enlisted personnel to backfill critical wartime created needs and enable the USAWC to continue to carry out its various important missions for the Army and Department of Defense.

The USAWC has thirty-eight officers and enlisted USAR positions assigned to various organizations across Carlisle Barracks for Drilling Individual Mobilization Augmentees (DIMAs) who train year-round in their assigned organizations. Assigned Reservists are trained to be able to step in when called upon to fill permanent positions when staff and faculty are deployed overseas. Since February 2005, four USAR Officers, assigned to the USAWC Mobilization TDA as DIMAs, volunteered and have been mobilized in support of the Global

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War on Terror (GWOT).

The Center for Strategic Leadership (CSL) utilizes DIMAs to backfill critical officer positions vacated when serving officers deploy to support GWOT overseas commitments. CSL currently has two officers mobilized under Operation Noble Eagle within the Operations and Gaming Division following 179-day tours for the same purpose, immediately preceding their current mobilization. A third officer recently volunteered for mobilization to fill another GWOT related shortfall starting in January 2006.

Additionally, the Army Heritage and Education Center (AHEC) mobilized one officer to respond to a surge in Oral History related missions directed by the Army Chief of Staff with specific emphasis on the GWOT. This AHEC assigned DIMA is responsible for debriefing two-star level General Officers returning from GWOT overseas assignments.

One of the USAWC DIMAs has been mobilized to support a GWOT related mission at United States Joint Forces Command, immediately following a 179-day tour at CSL to backfill another GWOT related staffing shortfall. So CSL's DIMAs are helping the USAWC accomplish its mission and helping other commands as well. Their support is instrumental to our continued success at USAWC and within the military.

### CSL

## THE SENIOR LEADER STAFF RIDE PROGRAM

**By Colonel Ken Smith**

*Department of the Army Support Branch*

The Strategic Leader Staff Ride Program, coordinated and executed through the Center for Strategic Leadership of the U.S. Army War College (USAWC), uses the lessons of Gettysburg to meet the leadership challenges of today. This program serves as a means to exchange ideas and increase awareness of important strategic issues shared by the armed forces, academia, the government and the business community; and through this process establishes a foundation for mutually beneficial, long-term, professional relationships and exchanges.

The Collins Center hosted the U.S. House of Representatives Veterans Affairs Committee and numerous Veterans Service Organizations (VSO's) for an



The House Veteran Affairs group in front of the High Water Mark Memorial at The Angle during their walking tour of the Gettysburg Battlefield.

off-site conference on November 6-7, 2005. The Congressional delegation was led by Rep Steve Buyer, Chairman of the House Veterans Affairs Committee (R-IN, 4<sup>th</sup> District). Three committee members of the House of Representatives, eight professional staff and 25 senior executives from the VSO's arrived on 6 November and attended an Ice Breaker social at the community club. The conference began on 7 November with remarks by Chairman Buyer covering events of the committee for 2005 and the way ahead for 2006. Presentations and comments from attending VSO's followed the Chairman's comments. Organizations represented included: Gold Star Wives, Military Officers Association of America, Non-Commissioned Officers Association, Reserve Officers Association, The Retired Enlisted Association, Vietnam Veterans of America, Disabled American Veterans, Directors of Veterans Affairs, Military Order of the Purple Heart, and American Veterans.

The off-site was capped off by a staff ride to the Gettysburg National Battlefield where Professor Len Fullenkamp, USAWC historian, facilitated a brief tour of Gettysburg focusing on strategic lessons of the battle and thoughts on how to apply those strategic lessons to current events and situations.

The Strategic Leader Staff Ride program continues to support and improve the strategic communications objectives of the Army War College and the U.S. Army. The outstanding support and energy provided by the USAWC faculty remains a key component in making this

program a resounding success in pursuing the overall goal of establishing a foundation for mutually beneficial, long-term, professional relationships and exchanges not only between the business community and the Army, but also between the Army and other government agencies.

### CSL

## USCENTCOM J5 CENTRAL AND SOUTH ASIAN (CASA) STRATEGY SESSION

**By Colonel Phil Evans**

*Director, DA Support Branch, OGD*

In November, the USCENTCOM J5 hosted a Central and South Asian (CASA) Strategy Session that was attended by twenty-five persons internal and external to the CENTCOM staff, and included CSL representation. CSL's invitation was based on the Center's history of interaction and direct assistance to USCENTCOM Theater Security Cooperation Plan (TSCP) activities dating back to 2001. The purpose of the meeting was to review the J5 Draft Regional Disaster Preparedness Center of Excellence (RDPCOE) Strategy and to examine the J5 CASA Mil-to-Mil Plan and Fiscal Year 2006 Events Schedule.

The RDPCOE Strategy presentation dominated the session. The RDPCOE supports USCENTCOM's TSCP goal of greater theater security cooperation and increased regional security and stability by improving national disaster preparedness training, capabilities, and cooperation amongst regional partner nations.

This is particularly important in a portion of the world vulnerable to natural and man-made disasters that recognize no state borders or boundaries and have regional, if not global, implications. The natural disasters particular to the region include earthquakes, floods, landslides, avalanches, and drought; and manmade disasters include oil spills and environmental repercussions from the illegal flow of WMD. The region's members have already demonstrated the ability to work together on issues of common interest in the past five years through participation in disaster preparedness, emergency response, and civil-military emergency preparedness workshops and exercises held in the region and in the United States. A CASA-based RDPCOE is a natural extension of this desire to maintain control of the regional environment for the common good by member nations.



There is a precedent for the RDPCOE development plan. Modelling for the CASA facility is based on two recently-established centers located in Jordan (the Cooperative Monitoring Center located in Amman) and Kenya (the Regional Disaster Management Center of Excellence in Nairobi). These examples provide the basis for planning the CASA Center, which has a target date for opening of September 2007. Member nations of the CASA RDPCOE are still being considered, but initially would include Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan and Turkmenistan, with the strong audience suggestion that Afghanistan and Pakistan be added, as both are geographically linked with the region and associated with the natural and man-made disasters that the CASA RDPCOE is envisaged to address. Observing nations were also discussed, and if Russia, China or India are to be involved coordination with USPACOM will take place. Also

discussed were proposed locations for the CASA RDPCOE, with Kazakhstan an early possibility based on its request.

Two key presentations closed out the session. The J5 Central and South Asian States Mil-to-Mil Cooperation Plan update was presented by Lt Col (USAF) Dan Groeschen, from J5 Security Cooperation. His briefing was classified and consisted of reviews of the Mil-to-Mil contacts with the nations in the region. Finally, the Fiscal Year 2006 Mil-to-Mil Event schedule was given by Maj (USAF) Chip Parker, from J5 Disaster Prevention, and spelled out the planning conference and execution schedule for a Response Exercise to be held in July 2006 in Kyrgyzstan; a Regional Crisis Management Seminar to be held in September 2006 in Garmisch, Germany; and a Disaster Preparedness Workshop, to be held in September 2006 in Kazakhstan.

In summary, the work done will enable USCENTCOM to improve regional cooperation in a vitally important area, that of disaster identification, mitigation, and response. There is also great potential for continued CSL participation, facilitation, and physical hosting of CASA (and any other) RDPCOE developmental events, plus other USCENTCOM Regional Crisis Management events.

#### — CSL —

## CHINA MINERALS AND SECURITY

**Dr. Kent Hughes Butts**  
Director, National Security Issues Group

On 8 and 9 December, 2005, the Northwest Mining Association Annual Meeting was held in Spokane, Washington. A panel discussion focused on the methods by which the United States will deal with the unprecedented challenges, threats, and opportunities resulting from China's growing demand for mineral resources. Additionally, they examined existing global, domestic mineral resources, and future potential from exploration, development, and production. The panel, sponsored by the United States Geological Society (USGS), consisted of Chair, Dr. David Menzie, Chief, USGS, International Minerals Division; Dr. Kent Hughes Butts, Chief, National Security Issues Group, U.S. Army War College; Bob Schaefer, Vice President, Business Development, Hunter Dickinson Inc.; and

Dr Pui Kwan Tse, China Minerals Scientist, USGS. As part of the panel discussion, Dr. Butts briefed a presentation entitled *Security Implications of China's Minerals Policy*.

Panel presentations and subsequent discussions yielded valuable data points concerning China's current status. These included:

- China's economy has been growing at between 7 and 9 percent annually since the 1980s, doubling every decade.
- Economic growth is linked to social stability and the power of the Chinese Communist Party.
- China is the leading importer of many U.S. strategically important minerals; e.g., antimony, tungsten, rare earths, etc.
- China is not autarkic and must import large quantities of copper, alumina, iron, nickel, and petroleum.
- China uses its effective minerals policy to promote Chinese foreign policy goals that include:
  - Seeking to control the source of mineral resources instead of depending upon the market as does the U.S.
  - China's minerals policy is "morals free," meaning that it deals with states with human rights or WMD issues shunned or sanctioned by the U.S.
  - China is at odds with the U.S. over policy towards countries such as Iran, the Sudan, and Zimbabwe.
  - Chinese state-owned minerals companies will typically strike minerals deals while the government cements the relationship with economic and political offers. Offers include: debt forgiveness; bi-lateral trade agreements; development packages; and awarding aid.
- In addition, facts with U.S. strategic implications were discussed. These include:
  - China produces only half of its oil demand.
  - By 2025 China's economy will consume 13 million barrels per day with over 7 percent provided by OPEC.
  - China is collaborating with other countries; e.g., Saudi Arabia, the Sudan, Iran, and Australia.
    - In the first quarter of 2005, Saudi Arabia provided 17% of China's oil imports. In 2004 Saudi Arabia provided only 15% of U.S. oil

imports.

- o China is assisting Saudi Arabia in natural gas exploration.
- o Aramco, a Saudi Arabian oil company, has a 25% stake in China's largest oil refinery complex.
- o Iran provides 11% of China's oil imports.
- o Iran signed a \$70 billion deal with China to develop its largest oil field.
- o China gets 7% of its oil imports from the Sudan.
- o China invested \$3 billion in the Sudanese oil infrastructure.
- o Australia's minerals trade with China totals \$4.5 billion per year.

Currently and for the foreseeable future, China's minerals and economic policies will continue to erode U.S. regional influence. Tensions are already present where Chinese trading partners are under sanction or pressure from the U.S. Additionally, the specter of WMD proliferation remains a keen area of interest. The U.S. has no industrial policy of note and will depend on open markets for supplies. Additionally, the U.S. National Defense Stockpile is being sold off and the Strategic Petroleum Reserve is inconsequential in long-term shortage situations. Given China's current mineral situation, the U.S. strategy will promote the expansion and diversification of global mineral resource production.

The Chinese economic phenomenon and mineral requirements are of key strategic importance to U.S. national security interests. This exceptionally well-organized conference brought together key private, governmental, and academic community representatives with expertise in

this area, creating networks and interest in further examining the security implications of China's expanding minerals trade.

**— CSL —**  
**INFORMATION OPERATIONS  
AND WINNING THE PEACE**

*By Professor Dennis Murphy  
Command and Control Group*

Concerns continue about the effectiveness of the U.S. Government in waging a "War of Ideas" in the Global War on Terrorism. The U.S. has a critical need to improve its performance in countering disinformation and misperception and just plain engaging in the information environment. The impact for operations in Iraq, Afghanistan, and elsewhere is profound.

To this end, CSL hosted an Information Operations workshop in late November 2005 that examined the nexus of information operations, stability and reconstruction missions, and counterinsurgency operations. The Cambridge Security Programme, an affiliate of Cambridge University in the UK, co-sponsored the three-day event in CSL's Collins Hall on Carlisle Barracks, 30 November – 1 December 2005.

The workshop, entitled, "Information Operations and Winning the Peace: Applying Lessons Learned from the Israeli/Palestinian Conflict," used that conflict as a vehicle to explore Information Operations successes, missteps and missed opportunities. The gathering used selected events from the time of the Second Intifada and the Israeli withdrawal from the Gaza territory as cases.

The event brought together a host of military and civilian representatives from agencies within the Department of Defense and the various Combatant Commands for a series of expert presentations, followed by group analysis and discussion. Representatives from the U.S. diplomatic and intelligence communities, the UK Ministry of Defense, and the Canadian Department of National Defense also attended, along with subject matter experts from academia.

Speakers from the Cambridge Security Programme, the University of Leeds (UK), and Queens University (Belfast, UK), together with former U.S. Defense Attaché staff presented background briefs on the Israeli Defense Force (IDF) incursion into the town of Jenin in 2002 (a tactical scenario), and the overall IDF conduct of Operation DEFENSIVE SHIELD (operational scenario) of which the Jenin operation was part. Lastly the attendees examined the IDF withdrawal from Gaza. Participants then divided into working groups to examine the IO successes and the missteps that occurred during each scenario.

One of the most prominent issues addressed was the strategic impact of tactical actions, and the accompanying conundrum of achieving tactical success while at the same time contributing to strategic failure.

CSL and Cambridge Security Programme are compiling a workshop report which will be published in April 2006. In the interim a CSL Issue Paper covering this workshop has been published and can be accessed at: <http://www.carlisle.army.mil/usacsl/Publications/IP14-05.pdf>.

This publication and other CSL publications can be found online at <http://www.carlisle.army.mil/usacsl/index.asp>.

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